

DRAFT



**Department of the Navy**

**Force Management Oversight Council**

**Strategic Plan**

**for**

**2006 - 2009**

**9 February 2006**

**Department of the Navy**  
**Force Management Oversight Council**  
**Strategic Plan for 2006 - 2009**

The vision of the Department of the Navy is to develop and effectively utilize a fully integrated workforce – consisting of military service members (active and reserve), government civilians, contractors, and volunteers – to successfully execute the mission, with the right person, doing the right work, at the right time, with the right training, at the best value.

The Department's Force Management Oversight Council (FMOC) published the Department of the Navy (DON) *Human Capital Strategy* in June 2004 and took steps to implement the goals outlined in the strategy. In addition to responding to the manpower-personnel challenges of the Global War on Terror, and emergent natural and humanitarian disasters, in 2005 the FMOC sponsored policy-making efforts resulting in:

- DON Human Resources Information Technology (HR-IT) Strategy
- DON Guiding Principles for a Military Compensation Strategy
- Checklist for developing and evaluating compensation-related policies
- Pilot program designed to assist Severely Injured Marines and Sailors (SIMS)
- New oversight approach for the Department's diversity/EO/EEO/human relations programs
- DON Total Force Integration Lexicon and Terms of References for the Department
- Policy Review Teams to develop proposals for enhanced force management flexibility and agility

The Department seeks to build on these initiatives in 2006 and to continue transforming and modernizing. Many of these initiatives are *Human Capital Strategy Enablers*, aligned to support the requirements and direction set forth in the Department of Defense *Human Capital Strategy* developed in the 2006 Quadrennial Defense Review (QDR).

This document – the *FMOC Strategic Plan for 2006 - 2009* – outlines the Department of the Navy's policy priorities agenda for the next three years. It summarizes where the Department's manpower-personnel leadership seeks to place significant emphasis, in terms of policy development, strategic communications, and resources. While there are many other important policy areas of concern and interest, the priorities described in this Strategic Plan require particular attention due to the strategic necessity to transform and modernize the Department of the Navy.

The *Department of the Navy Objectives for 2006* (dated 8 February 2006) identifies the FMOC's 2006 priorities as a departmental objective that supports Navy's implementation of its *Strategy for Our People* and Marine Corps manpower-personnel strategies (see Appendix A). Identified leads and supporting organizations are expected to identify the required implementation action steps and metrics.

## DRAFT

### **Force Management Oversight Council Strategic Plan for 2006 - 2009 Policy Priorities**

	<u>Page</u>
Policy Priorities—	
1. National Security Personnel System (NSPS)	3
2. Human Capital Strategy Enablers—	
2.1. Human Resources Management Information System (HR-MIS)	3
2.2. Competencies Management	4
2.3. Continuum of Service (CoS)	4
2.4. Strategic Focus on Professional Development	5
2.5. Enhance the Diversity of the Workforce	5
2.6. Human-Systems Integration (HSI) and Performance	6
2.7. Military Compensation and Incentivization Strategy	6
3. Workforce Utilization and Planning	7
4. Comprehensive Military Personnel Legislation	7
Policy Development Teams	8
Transformation Agenda 2001 – 2009	9
Department of the Navy Objectives for 2006	Appendix A

In October and November 2005, the FMOC reviewed the Department of the Navy's priorities pertaining to Total Force Integration and implementation of the Department's Human Capital Strategy. The result was identification of ten policy priorities and specific supporting tasks requiring action during the next three years.

Staffs from the Navy, Marine Corps, and Secretariat were designated to further develop the policy priorities and supporting tasks. The result of this effort is the FMOC's Strategic Plan for 2006 - 2009 and its accompanying *road map* (i.e. action plan). The Strategic Plan is the executive summary and overview of the FMOC's human capital transformation agenda; the Action Plan is a more detailed, internal working document to aid Department of the Navy manpower-personnel staff with implementation of the agenda, subject to modifications over time as priorities and circumstances change.

The Department of the Navy's Office of Total Force Transformation (TFX) sponsored the development of the Strategic Plan for the Assistant Secretary of the Navy (Manpower and Reserve Affairs) and the FMOC. Specific questions regarding its contents and/or content-related recommendations should be directed to Ms. Margo Shorter at (703) 695-7715.

## **National Security Personnel System**

Goal: Implement the National Security Personnel System within the Department of the Navy.

The National Security Personnel System (NSPS) is a flexible civilian personnel management system, which will allow the Department of Defense to be a more competitive and progressive employer at a time when the country's national security demands a highly responsive system of civilian personnel management. The two principal objectives of NSPS are to create a high performance culture and facilitate a workforce that can be easily sized, shaped and deployed to meet changing mission requirements. The system is set to begin the first "spiral" of implementation in February 2006.

---

## **Human Resources Management Information System (HR-MIS)**

*Human Capital Strategy Enabler*

Goal: Initiate development, acquisition and implementation of an integrated human capital management information system capable of supporting the requirements for the high-performing, value-based workforce described in the DON Human Capital Strategy.

The Department of the Navy (DON) is modernizing its human resource management information system to achieve a fully integrated solution within an open, services-oriented architecture. Data, protocol and process standards, based on strategic and operational requirements, will be established within the DON in cooperation with the Office of the Secretary of Defense, the other Services, and the Joint Staff to ensure that all operational requirements are supported.

## **Competencies Management**

*Human Capital Strategy Enabler*

**Goal:** Develop and implement initiatives to support the Department's competencies-based human capital management efforts.

Competency-based career roadmaps will enable the DON to plan for and execute a strategic approach to professional development both at the individual and organizational levels. The key to our ability to effectively manage competency for the DON Total Force will be to ensure we have consistency in our validated competencies and to provide the systems, policies and processes for using a competencies-based approach to human capital management including announcements, selections, development and performance evaluation. Additionally, the articulation and validation of manpower requirements in terms of competencies will enable us to support defined capabilities.

---

## **Continuum of Service**

*Human Capital Strategy Enabler*

**Goal:** Develop and implement personnel management options to facilitate personnel movement and transitions across service status categories.

The DON Human Capital Strategy envisions military and civilian members seamlessly transitioning between service status categories (active, reserve, government civilian (competitive and excepted service), government contractors, and volunteers/retirees/ auxiliaries) to support mission requirements in a career of service to the Nation.

## **Strategic Focus on Professional Development**

*Human Capital Strategy Enabler*

**Goal:** Continue to develop and implement initiatives to increase developmental opportunities and mission-essential professional capabilities of the workforce.

Professional development includes academic and professional military education programs, as well as multiple types of skills training: professional qualifications, education and development, language, acquisition, on-the-job, and other general skills training. The key is to focus programs and policies to support efforts that meet current and future threats while at the same time broadening its reach to include all service categories (active duty reserves, civilians, contractors, retirees, etc.).

---

## **Enhance the Diversity of the Workforce**

*Human Capital Strategy Enabler*

**Goal:** Improve the diversity of the Department 's workforce to further strengthen the workforce and assure the highest degree of mission success.

The complex challenges we now face require us to be competitive and successful in our drive to attract, develop, and retain a top-quality workforce that can deliver results and ensure mission accomplishment. The Department of the Navy seeks to attract people of all backgrounds in order to leverage the great strength of the diversity that our nation and its people have to offer. We must make full use of our human capital by promoting an environment where everyone can excel, and all are treated with dignity and respect, and recognized for their contributions.

## **Human Systems Integration and Performance**

*Human Capital Strategy Enabler*

**Goal:** Continue Human Systems Integration (HSI) and Health and Productivity Management (HPM) initiatives—and conduct human sciences research—to improve human performance.

The Department's efforts to enhance human performance encompasses a wide range of activities, from improving human and systems interfaces to human behavioral-based health solutions. Human Systems Integration (HSI) is that aspect of systems engineering and Program Management that addresses the extent to which humans will be required to operate, maintain, and support the systems design, including analysis to reduce manpower, improve human performance, and minimize personnel risk. Health and Productivity Management (HPM) provides an integrated management approach to health and injury risks, chronic illness, and disability to improve productivity, reduce employees' total health costs, including medical expenditures, unnecessary absence from work, and lost performance at work (*i.e.* presenteeism).

---

## **Military Compensation and Incentivization Strategy**

*Human Capital Strategy Enabler*

**Goal:** Develop and implement military compensation tools and strategies to incentivize high levels of performance and job satisfaction.

On 18 July 2005, the Department of the Navy Force Management Oversight Council (FMOC) approved the Department of the Navy *Guiding Principles for a Military Compensation Strategy*. It is intended to ensure that rational and holistic compensation policies support a compensation and incentivization system that is competitive, equitable, flexible, and sufficiently responsive to be effective in an ever-changing operational and market environment. Changes in the marketplace for talent and the preferences of younger workers require the Department's senior leadership to seek opportunities to better align the compensation and incentivization system in order to maximize its utility as a recruiting, retention, and performance-deriving tool.

## **Workforce Utilization and Planning**

**Goal:** Develop and implement Department of the Navy workforce utilization and planning tools and policies to support strategic human capital management.

Workforce planning refers to implementation of a model and set of policies and processes to optimize the use of the workforce to accomplish the current and the future organization's mission. It is focused on a clear understanding of the work required to achieve mission success, knowing the skills and competencies of the workers, and correctly assigning and managing the workers to attain high performance. It is the means to ensure that the right person with the right skills and experiences is assigned to the right job at the right time.

---

## **Comprehensive Military Personnel Legislation**

**Goal:** Develop and propose changes to the current military personnel system in order to better meet the Department's military personnel management needs and the requirements of the 2005 Defense Quadrennial Review (QDR).

The current military personnel system, as authorized and mandated by statute, is in need of reform. Legislation enacting the National Security Personnel System (NSPS) allowed the Secretary of Defense to develop a new flexible, performance-based system for managing and compensating defense civil service personnel. Certain provisions under Defense Officer Personnel Management Act (DOPMA), Reserve Officer Personnel Management Act (ROPMA), and the Goldwater Nichols Department of Defense Reorganization Act of 1986 mandate rigid military personnel policy constraints and requirements that may no longer enhance mission accomplishment. The 2006 QDR recommends specific statutory changes to enhance military personnel management flexibilities. The Department of the Navy supports and seeks continuing flexibility-enhancing efforts to ensure the highest level of Naval effectiveness.



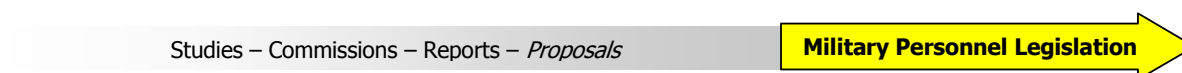
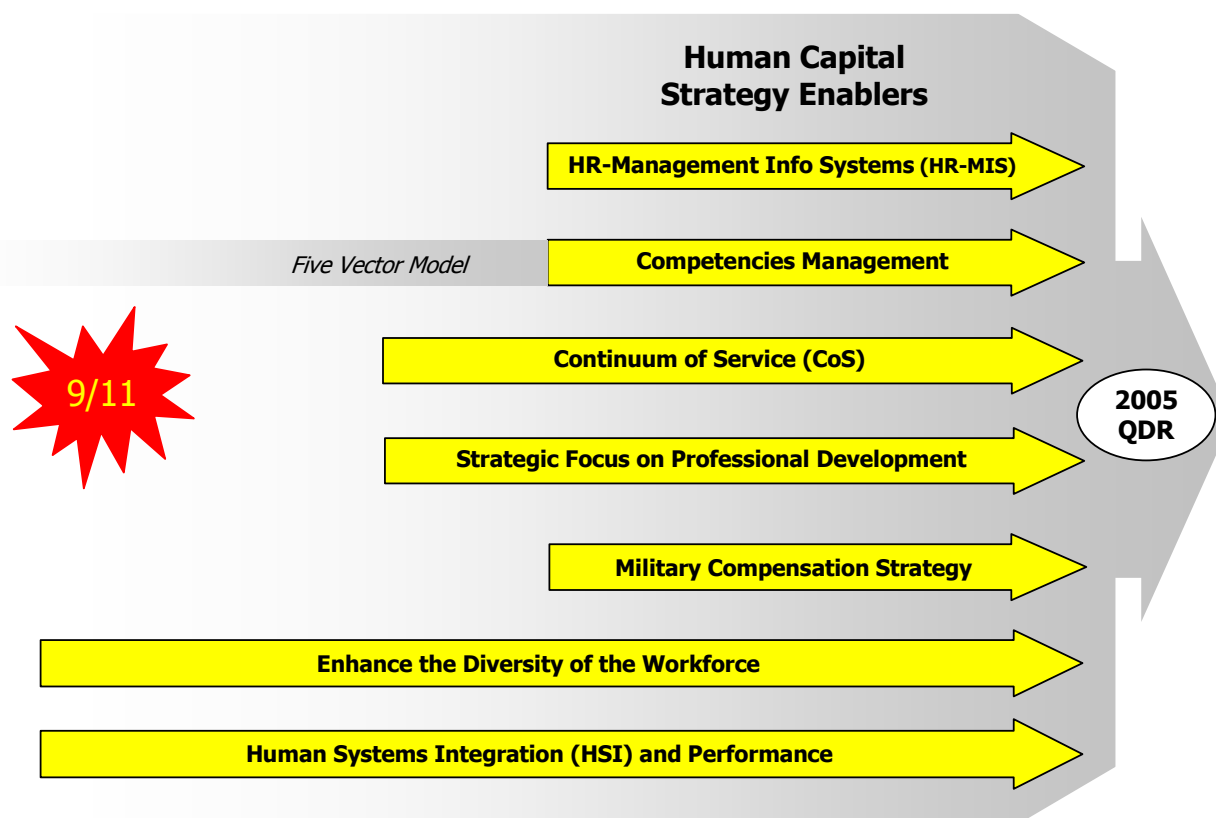
DRAFT

**Force Management Oversight Council  
Strategic Plan 2006 - 2009  
Policy Development Teams**

<b>Policy Priorities [Team Lead]</b>	<b>Representatives</b>		
	<b>Navy</b>	<b>Marine Corps</b>	<b>Secretariat</b>
National Security Personnel System [Ms. Kathy Ott]	Ms. Kathy Ott	Ms. Ann-Marie Khinoo	Ms. Kathy Ott
Human Capital Strategy Enablers—			
– HR Management Information System [CAPT Joel Rothschild]	CAPT Peggy Feldman	Col Paul Bennett LtCol Goldschmidt	CAPT Joel Rothschild
– Competencies Management [Ms. Debra Edmond]	Mr. Bob Marsh Ms. Joan Crittenden	Mr. Tony Torres-Ramos LtCol Jose Rovira	Ms. Mary Glotfelty
– Continuum of Service [CAPT Ben Abalos]	CAPT Kathy Callahan	Mr. Tony Torres-Ramos	CAPT Ben Abalos
– Strategic Focus on Personnel Development [Ms. Mary Glotfelty]	Mr. Steve Muir Ms. Joan Crittenden	Mr. Tony Torres-Ramos LtCol Jose Rovira	Ms. Mary Glotfelty
– Enhance the Diversity of the Workforce [Ms. Margo Shorter]	CDR John Hefti	Col Sam Dyer	Ms. Judy Scott Ms. Margo Shorter
– Human Systems Integration & Performance [Mr. Buster Tate]	LCDR Lisa Truesdale Mr. James Briggs RDML Christine Hunter	Ms. Cathy Ficadenti	Mr. Buster Tate Ms. Karen Meyers
– Military Compensation & Incentivization [CAPT Ben Abalos]	Ms. Jeri Busch	LtCol Christina McCloskey	CAPT Ben Abalos
Workforce Utilization & Planning [Ms. Margo Shorter]	LCDR Stuart Satterwhite	Ms. Debbie Summers	Ms. Margo Shorter
Comprehensive Military Personnel Legislation [CAPT Mike Thomas]	Mr. Tim Trant CDR Ken Skaggs	Mr. Chris Allen Capt Schidel	CAPT Mike Thomas

Department of the Navy  
Transformation Agenda  
2001 - 2009

2001 - 2003      2004      2005      2006      2007      2008      2009





DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
1000 NAVY PENTAGON  
WASHINGTON, DC 20350-1000

8 February 2006

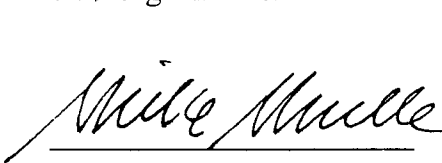
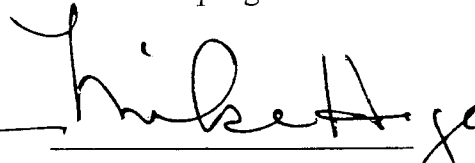
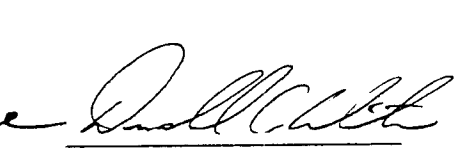
MEMORANDUM FOR DISTRIBUTION

Subj: DEPARTMENT OF THE NAVY OBJECTIVES FOR 2006

The Leadership of the Department of the Navy (DON) provides the attached objectives for accomplishment this year. Success in these priorities will increase the effectiveness of the entire Department, improve the lives of Sailors and Marines, and result in greater security for our Nation.

These objectives are not intended to be a comprehensive list of all that needs to be done in the Department. Neither does their position in the list of objectives reflect any relative priority. The list does, however, reflect our consensus on areas we personally intend to track to achieve the desired effects this year.

Support for the accomplishment of the attached objectives for 2006 is necessary and appreciated. Lead organizations are assigned for each objective. The lead organization is responsible to team with supporting organizations to build a course of action with applicable metrics. The initial reports should include the schedules, milestones and measures to ensure accomplishment in 2006. Monthly reports from each lead organization will document continued progress.

		
Michael G. Mullen Admiral, U.S. Navy Chief of Naval Operations	Michael W. Hagee General, U.S. Marine Corps Commandant of the Marine Corps	Donald C. Winter Secretary of the Navy

Attachment:  
As stated

(See Distribution on next page)

Subj: DEPARTMENT OF THE NAVY OBJECTIVES FOR 2006

Distribution:

UNSECNAV

VCNO

ACMC

ASN (M&RA)

ASN (FM&C)

ASN (I&E)

ASN (RD&A)

GC

DNS

OPA

DON CIO

JAG

NIG

CHINFO

OLA

ONR

AUDGEN

NCIS

AAUSN

DMCS

## 2006 Department of the Navy Objectives

**1. Execute the Department of Navy (DON) strategy to optimize the workforce with emphasis on attracting and retaining the proper mix of high quality people and maximizing the synergy of the people in the Navy-Marine Corps Team.**

- Take care of returning Marines and Sailors and their families.
- Implement the National Security Personnel System - Spiral 1.
- Develop, groom and properly deploy innovative leaders at all levels in the DON.
- Implement the 2006 priorities per Force Management Oversight Council Strategic Plan.

*(Lead: ASN(M&RA). Primary supporting: CNO, CMC, CHINFO)*

**2. Use the Navy-Marine Corps Team to aggressively prosecute the Global War on Terrorism (GWOT).**

- Provide the Combatant Commanders with skilled forces for combat operations, especially in Iraq and Afghanistan, including tools to counter Improvised Explosive Devices.
- Optimize Naval contribution to Special Operations Forces, including the implementation of Marine Corps Special Operations Command.
- Continue to develop and expand the Navy Expeditionary Combat Command to include its interdependence with the Marine Corps.

*(Lead: CNO, CMC. Primary supporting: ASN(RD&A))*

**3. Build the Navy-Marine Corps Force for Tomorrow.**

- Strengthen the Navy and Marine Corps role in the Joint/Interagency Team, emphasizing the Naval Services' strengths of access, persistent presence, and small footprint.
- Establish a Shipbuilding Plan which has the consensus of the administration, Congress, and contractor teams to build the required type and number of ships.
- Establish and implement a strategy for Marine Corps modernization and reconstitution programs (ground and aviation systems).
- Continue development of the Department of the Navy mission in Homeland Defense/Security including the integration of multi-national and commercial maritime industry support into Maritime Domain Awareness.

*(Lead: CNO, CMC, UNSECNAV, ASN(RD&A). Primary supporting: ASN(FM&C), ASN(I&E), CLA, DON CIO, NCIS)*

**4. Emphasize Safety. Manage risk to improve mission effectiveness and to safeguard the people and resources of the Navy-Marine Corps Team.**

- Improve safety performance across DON to meet Secretary of Defense Strategic Planning Guidance to reduce baseline mishap rates by 75% by the end of FY2008.
- Promulgate and execute the Naval Safety Strategy and Action Plan.
- Establish a corporate risk management and mitigation strategy and ensure that Department leaders and managers use risk-based approaches for planning and problem solving.

*(Lead: ASN(I&E). Primary supporting: CNO, CMC, CHINFO)*

**5. Reinforce ethics as a foundation of conduct within the Department of the Navy.**

- Continue emphasis on coordination and training of ethics counselors.
- Teach and enforce ethics and standards of exemplary conduct consistently, starting at the earliest career stages.

*(Lead: General Counsel. Primary supporting: CNO, CMC, ASN(RD&A), ASN(FM&C), ASN(M&RA), ASN(I&E), NAVINSGEN, JAG, CHINFO, AUDGEN)*